



Department of Public Defense “Military Division Purchasing”

Kaizen Event Report Out

“STRUCTURED CHAOS”

August 2-6, 2010

The Opportunity

By: Duane Jamison
Project Sponsor

“Structured Chaos” Team Members

Shari



Jim Vanderwielen-Comptroller office, Rod Bienfang- Facilities Mgmt, Matt Pitstick-DPW, Eric Challen-Facilities, Connie Hulse- Acctg, Shari Motis-Admin, Paula Zamora-IT, Mike Rohlf-IDED, Joyce McIntire-Purchasing, Beckie Barker-Budget, Cindy Sanger-Contracting, Ned Fry-Facilities



Scope

Cindy

This event will address the purchasing of materials and services in the military division of the Department of Public Defense from the time a valid need is determined to the time the obligation document arrives in the accounting section.

Goals

Matt

1. Reduce lead time by 50%.
2. 90% of obligations arrive before invoices.
3. Reduce the number of confirming orders occurring prior to the obligation document by 50%.



Objectives

Connie

1. How to better keep the customer involved (customer service call backs)
2. Make the process more efficient
3. Better understand the overall process
4. Better communication
5. More transparency in the process-know where it is in the process



Objectives

Eric

6. Consistent, stable process
7. Create a clear definition of “emergency”
8. Create a clear definition of “routine”
9. Create a clear definition of “rush”

Kaizen Methodology

Mike

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)
- 5S “mindset”--use the steps to support the event activities
 - Sort, Set in order, Shine, Standardize, Sustain



Jim



Brainstorming

Paula

- Standard definition of “Emergency”
- SOP’s
- Scope of work checklist
- Use blackberries or another tool to do work orders in the field
- Tracking logs
- Placing no orders until W9 is received

Beckie



Results

Joyce

	Current	New	
Total Steps	116	112	
Total Delays	37	11	
Value Added Steps	4	4	
Decisions	40	34	
Loop Backs	5	5	
Total Handoffs	18	10	

Homework

Rod

Item	Item Description	Person Responsible	Due Date
1	Expand view of dates that come to Purchasing – more than just “print” date What dates are necessary? Audit field is printed	Beckie	8/13
2	Availability of FE’s to do work orders on more than just Fridays (remote access to Filepro)	Matt	10/29
3	Forward documents from Dim-online to FilePro	Paula	12/30
4	Contractors-Pull from ID list approved by state with a TIN #	Rod	9/30
5	Work order in lieu of CDFM27PRF	Rod	9/30
6	Future state-quote requests-Matt write approval or “quote only”	Matt	8/13
7	Clear definition of when W-9 requests are necessary	Shari	8/31
8	Use prior project costs for future costs-educate FE’s on this	Rod/Matt	9/30
9	Automate purchase request form	Paula	10/8



Team Member Experience

Paula

Joyce

Rod

Comments

- Mike Rohlf, Dept of Economic Development

**We welcome your
questions and comments!**

